



Caring Professionals Providing Professional Care

2011
ANNUAL REPORT

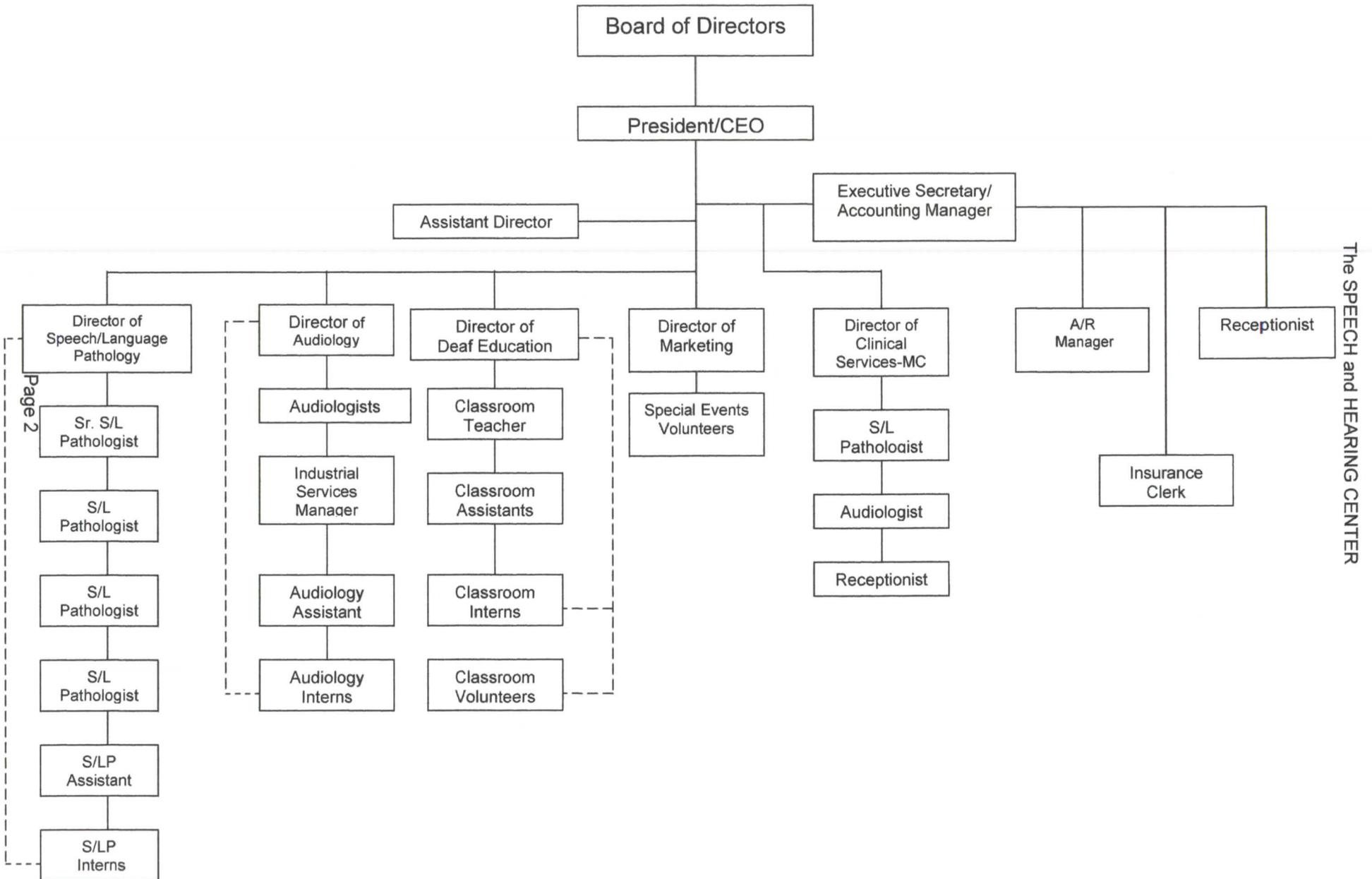
and

STRATEGIC PLAN

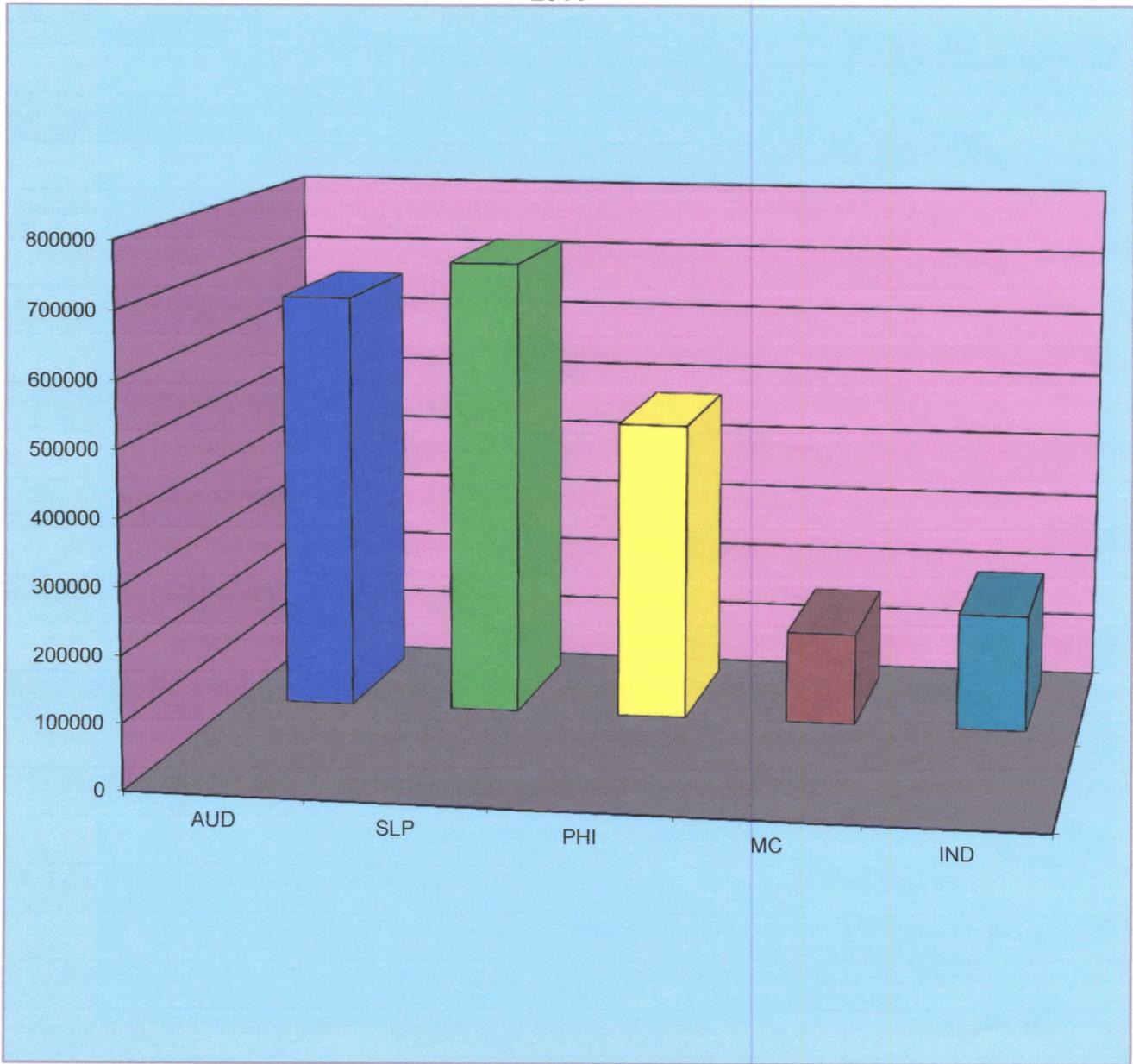
“To enhance and sustain quality of life through better communication.”

The SPEECH AND HEARING CENTER

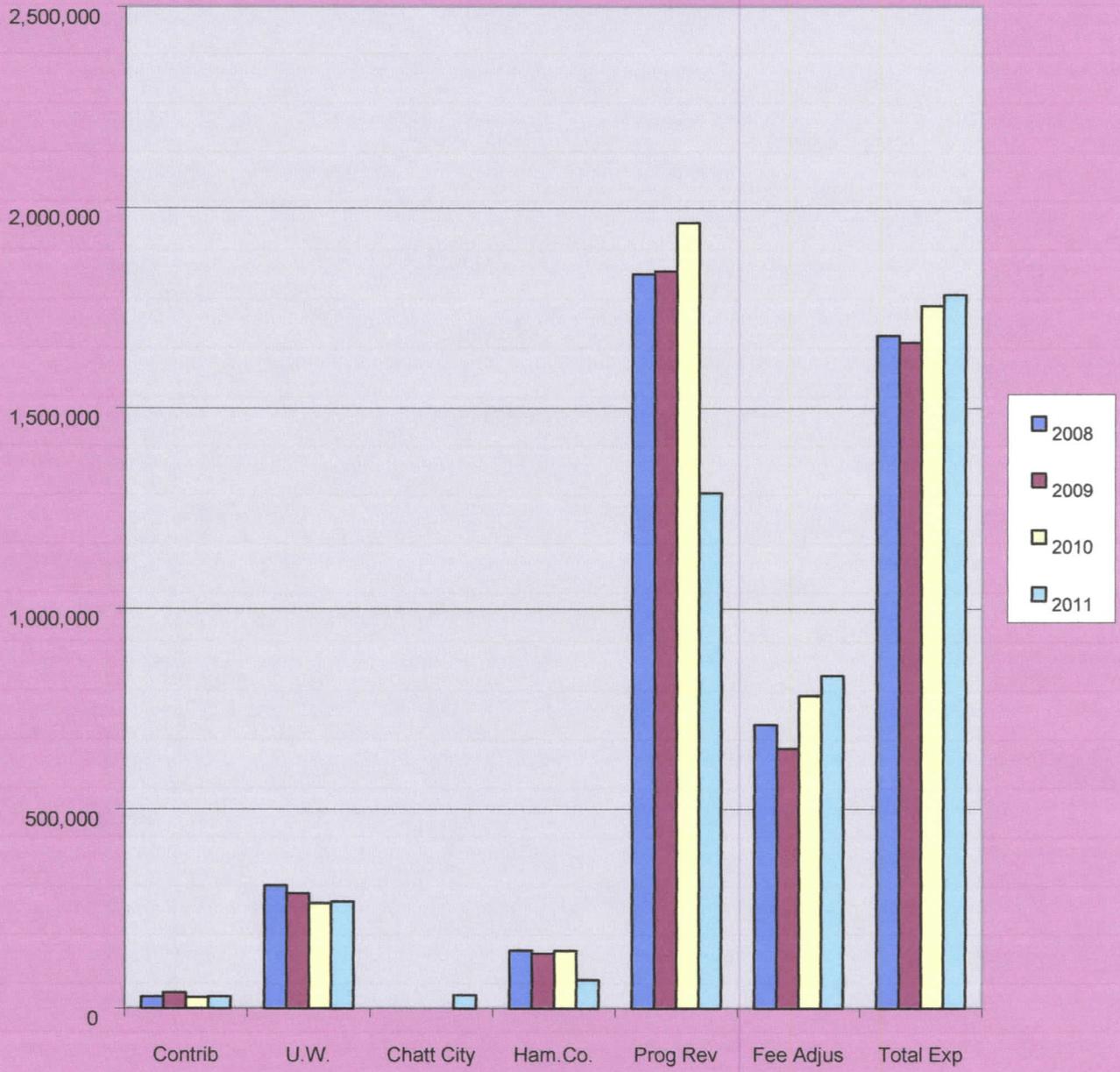
ORGANIZATIONAL CHART



Departmental Services Revenue 2011

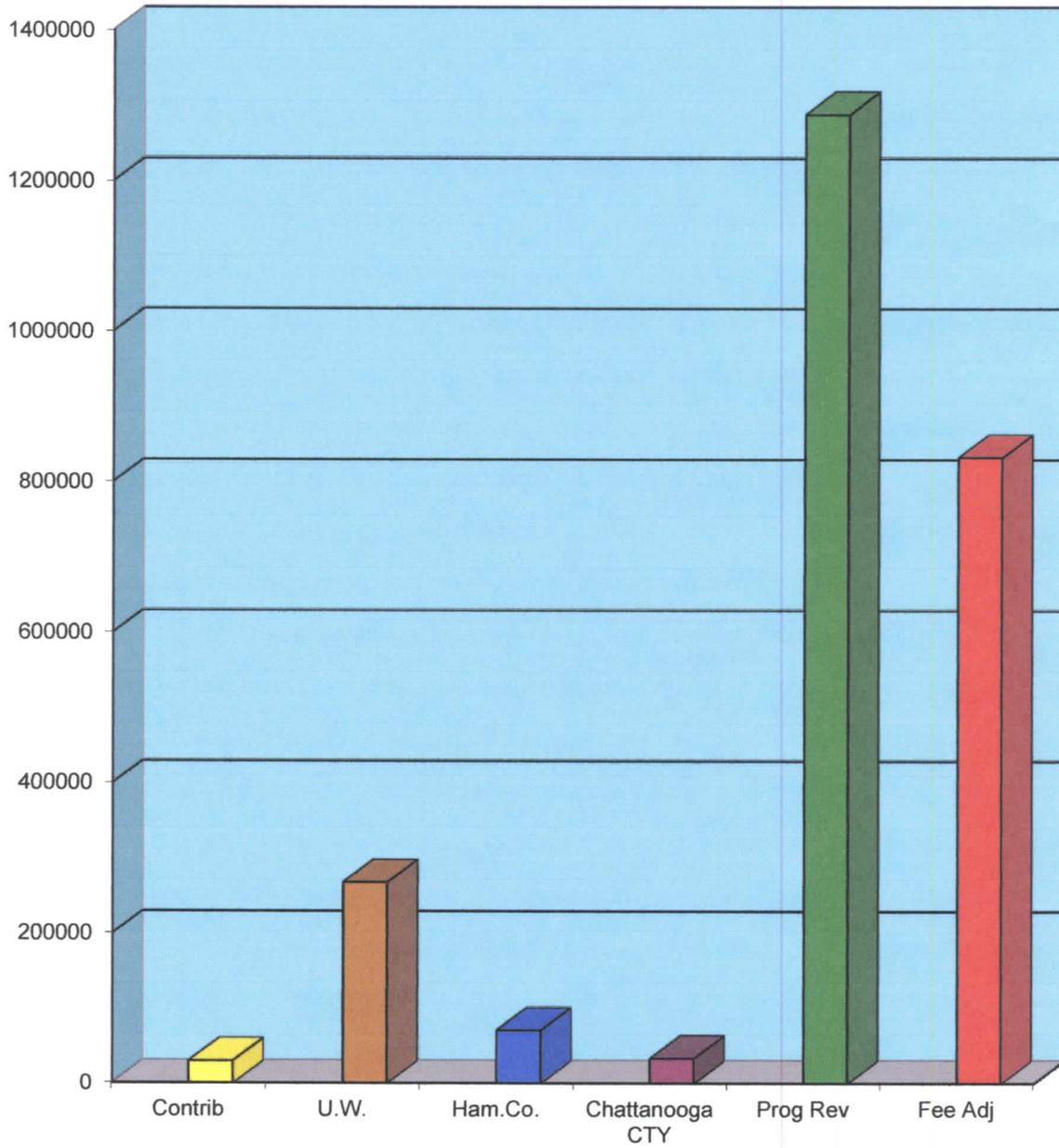


INCOME SOURCES, EXPENSES AND FEE ADJUSTMENTS 2008-2011

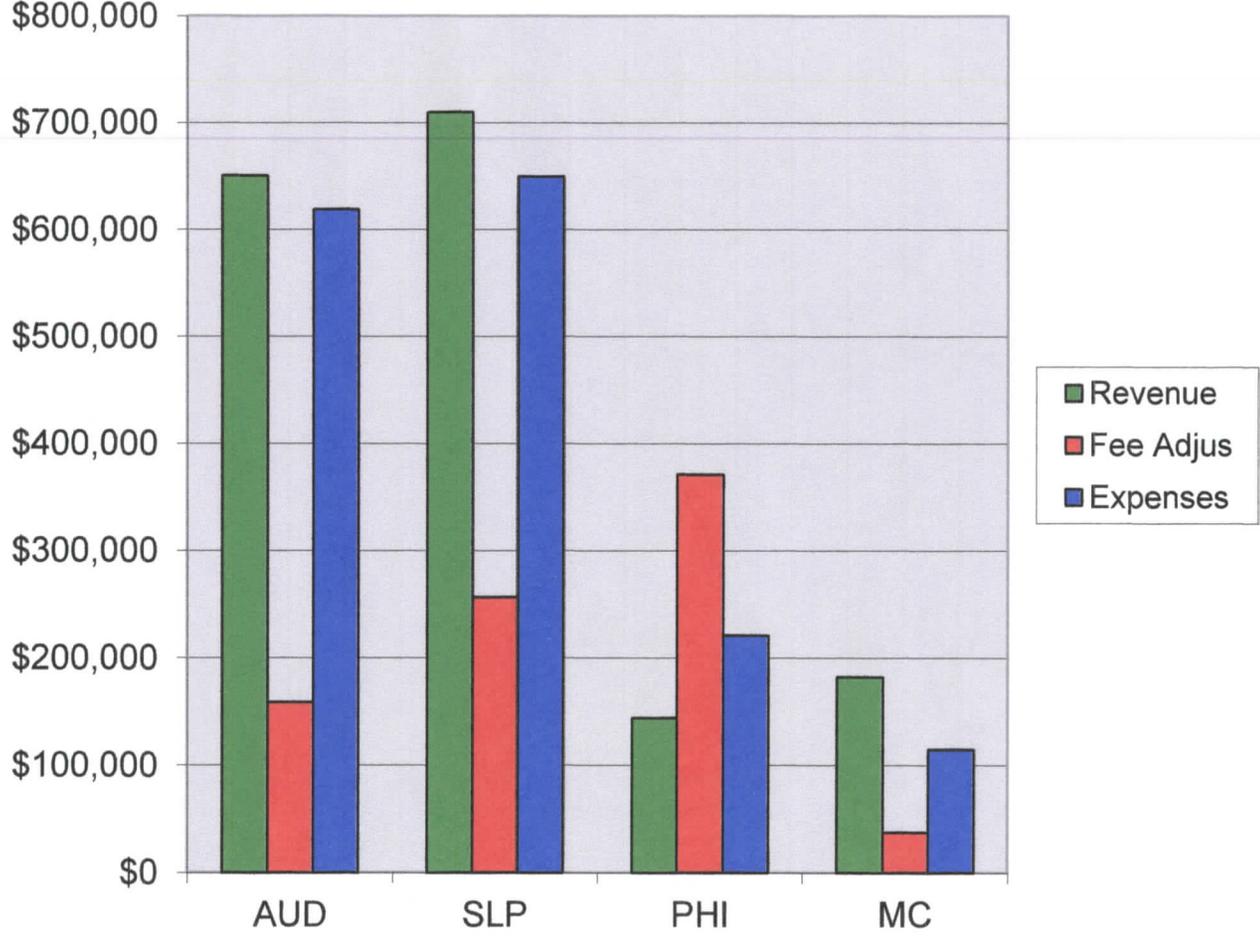


The SPEECH and HEARING CENTER

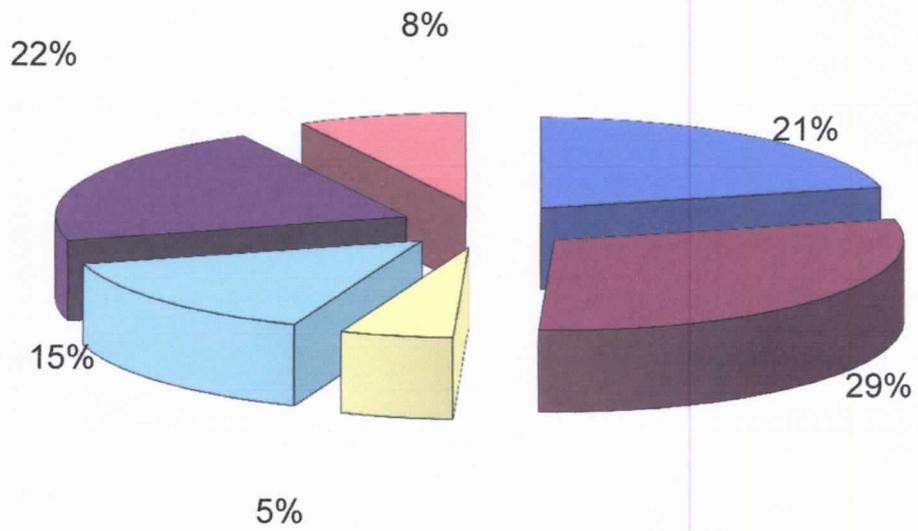
REVENUE SOURCES 2011



Revenue, Fee Adjustments & Expenses 2011



2011 Age of Population Served



- birth to 5
- 5 to 12
- 13 to 17
- 18 to 29
- 30 to 64
- 65 & over

The Speech and Hearing Center Strategic Plan Goals and Objectives 2010-2012

I. Services in the Center

Objectives:

1. Offer VitalStim treatment for children and adults.
2. Maintain competitive edge through offering a variety of high-quality devices while being flexible regarding service hours and delivery method.
3. Offer complete ABR services for children and adults.
4. Provide training workshops for parents of ACHIEVE children.
5. Provide a 12-month program for ACHIEVE children.
6. Offer accent reduction therapy.
7. Increase grouping activities to increase productivity. Group by needs of the child to maximize progress and efficiency.
8. Implement and provide a TOTAL COMMUNICATION/AUDIO-ORAL curriculum to be used in the preschool program for hearing-impaired & cochlear implanted children.
9. Expand the enrollment of speech/language-impaired children in our ACHIEVE program.
10. Initiate pediatric feeding and therapy program.
11. Continue to evaluate and dispense the SpeechEasy Device for non-fluency.
12. Redefine and publicize the focus of the Achieve Learning Center to meet pre-academic readiness and needs of more children than just the hearing impaired.
13. Offer testing at Park Ridge East for newborns in the NICU and well-born nursery
14. 95% of all children enrolled at the Achileve Learning Center will increase their language skills by at least 9-18 months in a 22 month period.

(x) = accomplished; (0) = unaccomplished		
2010	2011	2012
N/A	N/A	
X	X	
N/A	N/A	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
N/A	X	N/A
X	X	
X	X	N/A
N/A	N/A	
N/A	N/A	

II. Inter-Office Efficiency

Objectives:

1. Hold department director meetings weekly.
2. Hold department-specific staff meetings at least monthly.
3. Hold a full staff meeting at least quarterly.
4. Maintain an attractive physical environment conducive to efficiency, comfort, safety, and reflective of a warm professional setting.

2010	2011	2012
X	X	
X	X	
X	X	
X	X	

III. Outside Services

Objectives:

1. Provide free hearing screenings at various community outreach events.
2. Expand geographic coverage for services including shared space by establishing service delivery sites for speech/language pathology services.
3. Increase speech and hearing services to area non-public schools and daycares.
4. Offer on-site clinical services to retirement centers and nursing homes.
5. Increase alliances with other health care facilities, hospitals, nursing homes, and assisted living facilities.
6. Provide staff training and consultation to other organizations.
7. Increase services to and partnerships with medical facilities.

2010	2011	2012
X	X	
X	X	
X	X	
N/A	X	N/A
X	X	
X	X	
N/A	N/A	

IV. Marketing

Objectives:

1. Promote May as Better Hearing and Speech Month through all forms of media.
2. Provide local radio and TV stations with public service announcements on a continuing basis throughout the year.
3. Prepare and offer (free to the public) articles and pamphlets regarding communication disorders.
4. Participate in career day activities at local schools.

2010	2011	2012
X	X	
X	X	
X	X	
X	X	

5. Participate in community health fairs, UTC health fairs, and provide free hearing screenings for pre-schoolers at the Center by appointment.
6. Utilize the media and website to make the public aware of the need for and availability of speech and hearing services in Hamilton, Marion and Bradley Counties and NW Georgia.
7. Update and maintain all Center-related brochures and printed publications.
8. Maximize web-site usage as an information marketing tool through quarterly updates.
9. Maintain a current display for marketing the Center.
10. Provide Center tours when possible to promote public awareness.
11. Increase physician referral marketing.
12. Within the guidelines of our public funding sources, efficiently and effectively market the center for maximum exposure to strategic target markets.
13. Identify and apply for possible funding from public, private, and corporate grant-making entities.

X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	

VI. Staff Development

Objectives:

1. Provide funding for staff to attend state association meetings to obtain required CEU's.
2. Continue annual performance evaluations of each staff member.

2010	2011	2012
X	X	
X	X	

VII. Industrial Services

Objectives:

1. Distribute brochures to at least 100 industries annually.
2. Provide follow-up contacts to potential customers.
3. Utilize the mobile unit for company-sponsored health fairs when available.
4. Provide on-site demonstrations of mobile unit to potential customers.
5. Maintain up-to-date software and high-tech equipment that will allow us to remain competitive and on "the cutting edge."
6. Strengthen existing partnership with Erlanger to maximize the benefit of our contract agreement.

2010	2011	2012
X	X	
X	X	
X	O	
X	X	
X	X	
X	X	
X	X	

VIII. Evaluation and Planning

Objectives:

1. Comply with Medicare standards.
2. Modify and review the Patient Satisfaction Questionnaire to enhance the meaning of the information regarding outcome measures.
3. Analyze the data from outcome measures and make appropriate applications.
4. Review at least annually the status of each goal in this strategic plan.
5. Maintain compliance with United Way standards, guidelines, and policies.
6. Meet the standards and compliance measures utilized in the annual review performed by the Tennessee Department of Education (TDOE).
7. Maintain accreditation with National Association of Speech and Hearing Centers.
8. Maintain policies and procedures to conform to HIPAA Guidelines effective April 2003.

2010	2011	2012
X	X	N/A
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	
X	X	

2011 Collaborative Partners

Abba's House Academy
Academy for Little People
Alexian Brothers PACE Program
Babies Can't Wait
Bethlehem Center
Bill Wilkerson Center - Vanderbilt
Burks United Methodist Church
Catoosa County Family Collaborative
Catoosa, Hamilton & Walker County Health Departments
Chattanooga Area Chamber of Commerce
Chattanooga Autism Center
Chattanooga Department of Human Services
Chattanooga Early Head Start & Head Start
Chattanooga Girls Leadership Academy
Chattanooga Imaging
Chattanooga Parks and Recreation
Chattanooga State
Chickamauga City Schools
Child Engagement Conference
Children's Special Services
Christ UMC Preschool
Cleveland City Schools
Cumberland Presbyterian Child Development Center
Dade County Schools
Directors of Volunteers in Agencies
First Baptist Cleveland
Good Shepherd School
Grace Academy
Hamilton County Department of Human Services
Hamilton County Department of Social Services
Hamilton, Bradley, Catoosa, Marion, Walker & Rhea County Schools
Hands and Voices (UTK)
Head Start
Hear Now Program
Hearing Loss Association of America – Chattanooga Chapter
Highland Plaza UMC Preschool
Hixson 1st Baptist Preschool
Hixson UMC Child Development Center
Human Services Daycare
Erlanger Hospital
Georgia Department of Disability
Georgia Lighthouse Foundation
Grandview Medical Center
Kiwanis Club of Ooltewah-Collegedale
Knoxville Speech and Hearing Center
Lafayette Women's Club

Learning Rx
LifeLine, Inc.
Medical Center Pharmacy – Cleveland, TN
Montessori School
Noah's Ark School
Our Lady of Perpetual Help
Parents are First Teachers
The Parent's Place
Parkridge Valley Hospital
Partnership for Families, Children, and Adults
Area Physicians and Psychologists
Presbyterians Day School
Primary Health Care Center – Georgia
Primrose
Project Ready for School
READ of Chattanooga
Ready by 21
Richard Hardy Memorial School (Marion County)
Ridgedale Baptist Child Development Center
Services for the Deaf and Hard of Hearing
Signal Centers
Silverdale Baptist Preschool
Siskin Children's Institute
Sertoma – Marion Co. & Downtown Chattanooga Clubs
Southeast Tennessee Interagency Council
Southern Adventist University
St. Jude Preschool
St. Martins Preschool
St. Nicholas Preschool
St. Peters Preschool
St. Timothy Episcopal Preschool
STS (Transportation)
T.C. Thompson's Children's Hospital
TEAM Evaluation Center (1st ½ of year)
Tennessee Baptists Children's Home
Tennessee Department of Education
Tennessee Disability Determination Section (DDS)
Tennessee Early Intervention System (TEIS)
Tennessee Infant Parents Services (TIPS)
TVA – Partners in Education
Tyner United Methodist Church
United Way of Greater Chattanooga
University of Tennessee at Chattanooga
Vocational Rehabilitation
Walk4Hearing
Walker County Chamber of Commerce